Remilia Corporation Values Document

01.01.2025 v.0.5

FOR INTERNAL USE ONLY

A. CORE VALUES

1.....Lifestyle Engineering

2.....Bring the Blue Ocean with You

3.....Design from Deep Context

4.....Chase Spirit

5.....Thousand Year View

6.....Speed & Violence

B. OPERATIONAL VALUES

7.....Small Teams with Rolled-up Sleeves

8.....Homestead Spirit

9.....Mission Alignment

10.....Every Product is a Message

11.....Morale in War

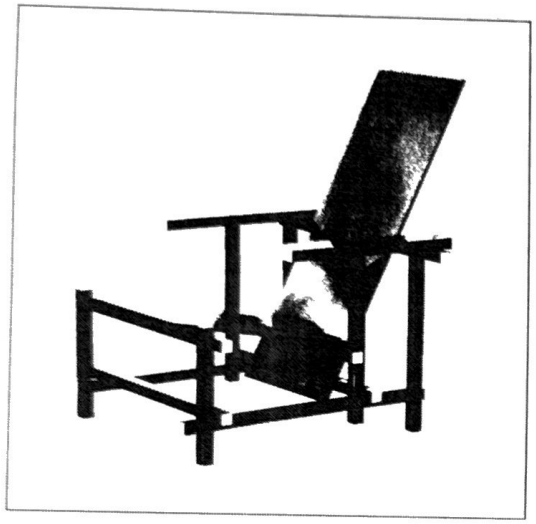
C. SOCIAL VALUES

12.....Truth

13.....Faith

14.....Virtue

1. LIFESTYLE ENGINEERING



Rietveld's "Red Blue Chair" (1917)

Remilia designs more than products—we shape a lifestyle that reflects our shared vision, values and aspirations. This vision is woven into everything we create and extends to how we collaborate, innovate, and represent ourselves.

Employees are not just contributors; they are participants in a movement that influences and is influenced by Remilia's ethos. This dynamic relationship ensures that the brand evolves authentically, shaped by the collective creativity, individuality, and hard work of its people.

By aligning naturally with the brand's ideals, employees contribute to a cohesive and authentic vision. This alignment is not about conformity but mutual inspiration, where personal values and professional contributions come together to shape a unified yet dynamic identity.

Heuristics:

a. **Carry the Zeitgeist**: All work is created with the understanding that it contributes to the company's larger cultural movement, delivering the vision to our audience and reflecting the community we build together.

b. **Brand Reflexivity**: Employees shape the brand as much as the brand shapes their work, fostering a collaborative and evolving identity. The reciprocal relationship between employees, the brand, and the audience creates a continuous cycle of creativity, authenticity, and refinement.

c. **Conglomerate Funnel:** Remilia's primary offering is the lifestyle community formed around our products and ventures, allowing even the most tertiary pursuit to maintain relevance and driving new participants into the core as a funnel so long as it can be disruptive and unique following our distinct brand and ethos.

d. **Corporate Embodiment**: The brand transcends the workplace, influencing and reflecting a broader cultural shift toward intentional and meaningful living. Employees represent the company in every interaction, embodying the shared values and mission both internally and externally.

2. BRING THE BLUE OCEAN WITH YOU

Disney's "Fantasia" (1940)

Remilia believes in limitless opportunities, where no industry or idea is beyond reach. We pride ourselves in maintaining the courage to challenge paradigms, and a hunger that drives relentless exploration. This mentality is defined by boldness, creativity, and a willingness to approach the unknown with childlike confidence and irreverent ambition.

Our vision is one of constant conquest, where we seek out new opportunities, disrupt industries, and fold them into our growing empire of innovation.

We never settle; we are always hungry for more, refusing complacency and continually looking for the next frontier to conquer.

Heuristics:

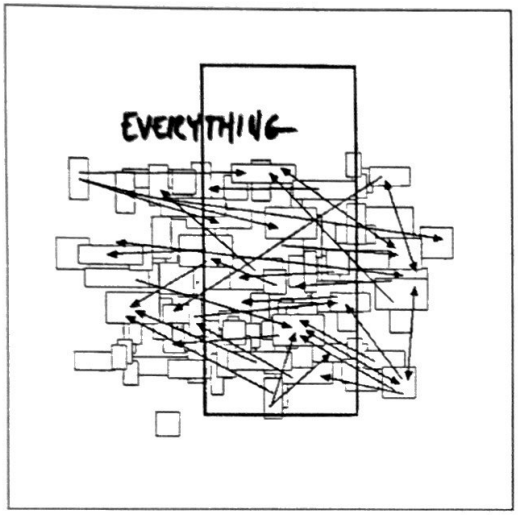
a. **The World is Ours:** Teams are encouraged to explore industries, ideas, and challenges that others might overlook or deem impossible, bringing new territories into our fold. Employees are encouraged to approach every challenge with the belief that it can be solved and that no industry or domain is off-limits to our disruption.

b. **Dumb Confidence, Smart Execution:** We value the audacity of bold ideas when derived from first principles and real research. Napoleon taking France was an achievement of the impossible, but one that was not done on a whim. Thoughtful to the point of obsessive strategic planning taking advantage of opportunity as it arrives is the secret behind achieving the impossible.

c. **Conglomerate Funnel:** Remilia's primary offering is the lifestyle community formed around our products and ventures, allowing even the most tertiary pursuit to maintain relevance and driving new participants into the core as a funnel so long as it can be disruptive and unique following our distinct brand and ethos.

d. **Stay Hungry:** Complacency is not an option. Employees are expected to maintain a constant drive to seek out new opportunities and execute on them with urgency. Remilia seeks to eat the world, and will never be satiated until at minimum we hold a seat in the U.N.

3. DESIGN FROM DEEP CONTEXT



Ted Nelson's "Xanadu" (1960)

Remilia believes that meaningful design is derived from research and context. Every project begins with a deliberate exploration of the history, context, and foundational principles of the subject.

We make this research known through public documentation and transparent citation to add depth to the product. By studying what has come before –successes and failures both– we ensure that our work is informed, thoughtful, and impactful.

Heuristics:

a. **Historical Synthesis**: Every project starts with a thorough review of the history and evolution of the field, identifying key milestones and lessons from past successes and failures. Insights from historical research are combined to identify gaps, patterns, and opportunities.

b. **Borrow from Experts**: Teams are always encouraged to consult with domain experts to refine their understanding and uncover nuanced insights, allowing them to indulge in an outsider approach with confidence.

c. **Studied Irrevence**: The product is encouraged to break away from existing paradigms, disrupting industries and shaking expectations, yet is informed confidently throughout the research stage.

d. **Transparent Citationalism**: Work–no matter how exploratory–is guided by a gleaned base of knowledge, the critical appraisal of which may be communicated to our audience, directing their interest through publishing design studies, retrospectives and references/inspirations.

4. CHASE SPIRIT

Eames Office's "Plywood Sculpture" (1943)

Remilia believes that every product, project, or initiative should either evoke a spark of joy or the aesthetic sublime. This feeling of delight or profundity is not just a byproduct -it is a core measure of success. The work we do should resonate deeply, feel profound, exciting, or simply fun, inspiring both our team and our audience.

This pursuit of Spirit is about more than beauty; it is about creating experiences that feel meaningful, transformative, and unforgettable. Whether through design, functionality, storytelling, or interaction, we strive to craft work that leaves a lasting impression and ignites a sense of wonder.

Heuristics:

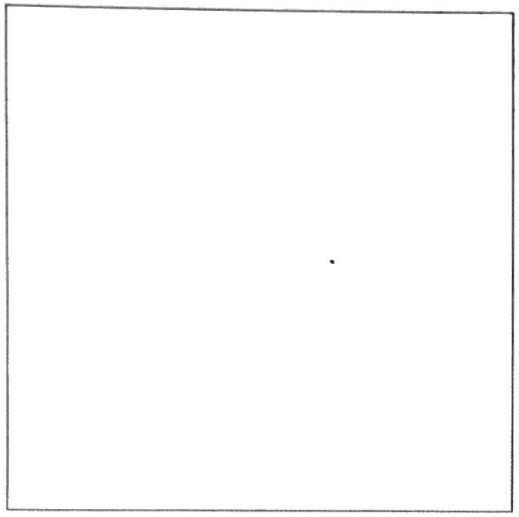
a. **Search for Spirit:** Search for the spark of joy or profound sublime in every new project, chase it down and seek to understand and expand it. Work that inspires the creator invokes spiritedness for its audience.

b. **Boring Work Creates Dead Work:** Tedium is inevitable at times, but a task whose entirety lacks intellectual or operational enrichment will eventually mire attention and willingness to see it out unto completion. Adjust your perspectives accordingly.

c. **Play:** Play and creativity are essential to the process, ensuring that even the most ambitious projects retain a sense of lightness and exploration. You are encouraged to find joy and meaning in your work, channeling your passion into creating something extraordinary.

d. **Lefthand Style:** Identify conformity and convention where present within project elements and presumptions. Assess logical and radical extremes as thought-experiments to spur your creative faculties, and ask yourself what functional purpose they may serve.

5. THE THOUSAND YEAR VIEW



NASA's "Pale Blue Dot" (1990)

Remilia's work is about advancing humanity and shaping a better future for the world. Everything we create reflects a commitment to enabling mankind with virtuous self-actualization as we enter the next stage of technological progress.

We are committed to the philosophy of self-actualization–the pursuit of intellectual, aesthetic, spiritual, and physical growth. We strive to create an environment that enables every team member to become the best version of themselves, recognizing that this personal growth translates into the ability to inspire and uplift our audience. Through our products, we aim to facilitate this same journey of improvement and creation for the world.

Our business ethics derive from a foundation of techno-optimism, the belief that by accelerating technological progress we contribute to lifting humanity out of suffering and enabling higher forms of existence. Money is not an end in itself but a tool to empower self-actualization, create opportunities, and drive the collective flourishing of society.

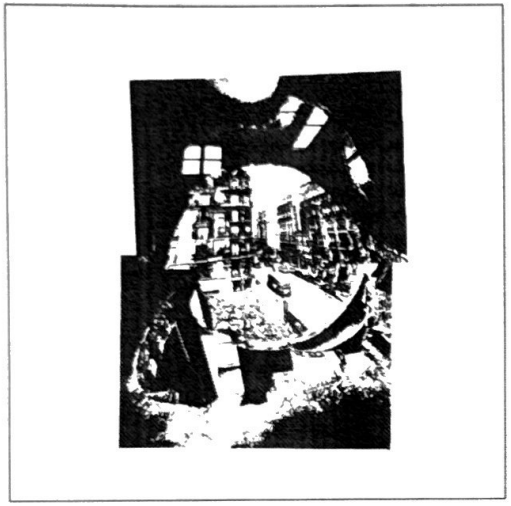
Heuristics:

a. **Self-Actualization**: Lifelong learning and personal growth are essential to the Remilia lifestyle. We strongly encourage employees to pursue intellectual, aesthetic, spiritual, and physical excellence as embodiments of the ideal.

b. **Anti-Machiavellianism**: Effective business and life success comes from building a foundation of trust, loyalty, integrity and honor, which pay back long-term karmic dividends better than any short-term machiavellianism. This honesty and integrity is expected across the organization in dealings both internally and externally.

c. **Zoom Out:** We prioritize long horizon thinking from first principles, building for the company and the world it helps bring into existence, towards a permanent future: 100 and 1000 years from now, not simply the next decade.

6. SPEED & VIOLENCE



Gordon Matta-Clark's "Conical Insert" (1975)

Remilia embraces chaos as an effective tool for creative destruction when structured over a stable foundation. We believe in moving with urgent precision, where speed of execution is balanced against calculated risk. Rather than pursuing perfection, we optimize for speed and impact.

Technological progress is rapidly accelerating design and engineering production. We focus our precision on what matters most—the stolid areas ripe for disruption—while leveraging automation and established patterns for non-critical elements.

This approach requires both confidence and discipline: the confidence to launch before everything is perfect, and the discipline to know which corners can be cut and which cannot. It's about maintaining momentum while managing risk, understanding that speed can be its own disruptor.

Heuristics:

a. **Structured Chaos**: Embrace organized disorder as a tool for innovation. Create systems that can handle rapid change and uncertainty while maintaining core stability.

b. **Bias to Action:** Most decisions are reversible - make them quickly. Save deep analysis for irreversible choices. Learning through action beats theoretical perfection.

c. **Speed Over Perfection:** Launch at 80% when it serves the mission. Perfect execution is less valuable than fast execution with rapid iteration. Know when to optimize and when good enough is good enough.

d. **Measure Twice, Cut Corners**: Identify which elements genuinely require innovation versus where established patterns can be leveraged. Focus disruption where it matters most, use proven solutions elsewhere.

e. Do It Today: Every morning make a list of everything you need to do, then do it. Nothing gets put off to tomorrow that doesn't need to be. Deliver every week.

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7. SMALL TEAMS WITH ROLLED-UP SLEEVES

Strong leadership provides clarity of purpose, ensures alignment, and sets the tone for transparency. At the same time, open communication across all levels fosters trust and collaboration, allowing ideas and feedback to flow freely while respecting the mission and structure.

Heuristics:

a. **Lead by Example**: Teams are kept small for agility with team leaders expected to be directly involved in the work of their teams, fostering a sense of accessibility, trust, and respect within them.

b. **Horizontal Creativity**: Ideas are judged on their merit, not their source. We empower everyone to contribute, ensuring that the best ideas rise to the top.

c. **Apprentices & Mentorship**: Employees are encouraged to ask questions and seek help when needed, fostering a culture of curiosity and collective improvement. Team leaders should maintain an attitude of mentoring their reports.

d. **Purposeful Meetings**: Each meeting must have a clear agenda, defined roles for participants, and actionable deliverables. This ensures time is used efficiently and productively.

e. **Project Reports**: Teams regularly share updates to ensure visibility and coordination across departments, preventing silos and fostering cross-functional collaboration, as well as presentations between teams to keep the rest of the organization informed and competitive in delivering results.

8. HOMESTEAD SPIRIT

Every individual is expected to think like a founder –taking full ownership of their domain, being resourceful in solving challenges, and ensuring that nothing is overlooked or neglected. Ownership is about accountability, autonomy, and the drive to see projects through to completion.

Heuristics:

a. **Accountable Ownership**: Every project, task, or decision has a single directly responsible individual. Ownership means celebrating your successes and taking responsibility for resolving issues in your domain. Failures are accepted and inevitable but the finger can't be pointed at anyone but yourself.

b. **Raise Hell & Move Mountains**: Challenges and roadblocks should be met with resourceful and decisive action. If resources are needed outside your domain, make yourself heard so that the roadblock can be solved.

c. **Proactive Problem Solving**: Anticipate potential risks and address them early to ensure smooth execution. Don't wait for problems to come.

d. **Processes, not Bureaucracy:** Processes are defined for optimizing repeatable tasks, not to create bureaucracy.

e. **No Orphans:** If a project doesn't have a single clear DRI, it falls on the shoulders of the department or manager to direct it or assign it. If there's a project that appears orphaned/neglected, raise the concern or offer assistance. If you have a project assigned, you must prioritize it coherently, or clearly communicate if it's beyond your capacity.

9. MISSION ALIGNMENT

We are deeply committed to our company's mission, which drives every decision and action we take. Aligning with the mission ensures that our work is impactful, purposeful, and focused on long-term success.

Heuristics:

a. **Mission-Driven Decisions**: Every project and initiative must align with the company's overarching mission, ensuring that all efforts contribute to a cohesive vision.

b. **Think Big, Deliver Tangible Results**: Employees are encouraged to think ambitiously while maintaining a focus on measurable outcomes that advance the mission.

c. **Mission Alignment Across Teams**: Collaboration across departments is structured to keep all teams working toward shared objectives, avoiding fragmentation or misalignment.

d. **Invest for Impact**: Every dollar spent in one project is a dollar taken out of another's. Consider deeply what is best for the overall organization in all budget requests.

e. **Treat Resources Like Your Own**: Handle company funds, time, and assets with the same thoughtfulness and care as you would your own. Prioritize creative, cost-effective solutions.

f. **Resourceful Growth**: Growth is purposeful. Hiring, scaling, and investment decisions should align with long-term goals. The greater efficiency we hold in spending, the more we can scale our team and reach.

10. EVERY PRODUCT IS A MESSAGE

Remilia represents a unique vision and a distinct mission. This vision is more than a business goal–it's a cultural movement, a zeitgeist that colors everything we create. Every product, project, and interaction should embody this perspective, breathing life into our shared ideals and reinforcing the values we stand for.

To deliver on the vision, we demand boldness and creativity from every member of our team. By embracing fearless experimentation, collaborative creativity, and the power of storytelling, we craft work that inspires, resonates, and leaves a lasting impact.

Heuristics:

a. **Grand Vision**: Every project must align with the company's distinct mission and contribute to our broader cultural movement.

b. **Every Product is a Message**: All our work, whether explicitly or implicitly, communicates our vision and values.

c. **Cultural Impact**: Employees are encouraged to think about how their work fits into and shapes the cultural zeitgeist we represent.

d. **We're Bigger than Widgets:** Remilia doesn't deal in simple products.

11. MORALE IN WAR

Think of every project team as a ship, which together form a navy. Every ship is useless without its teammembers, but the team can't function without being coordinated by the captain, and the fleet can't succeed in a mission without the captains being coordinated by an admiral. Undermining confidence in the captain mid-battle is a recipe for a sunken ship.

Constructive feedback is vital to continuous improvement and alignment, but be balanced with thoughtful consideration for team morale. Employees are encouraged to question processes and decisions, but always in ways that strengthen the organization and respect its mission and leadership.

Feedback should always go through the appropriate channels, ensuring that concerns are addressed without sowing discord or undermining the team's collective spirit.

Heuristics:

a. **Consider Morale:** Share feedback with an awareness of team morale, ensuring that it strengthens rather than weakens the collective mission. Constructive debate is welcome, but it should always aim to uplift and align with the mission.

b. **Debate then Commit**: Teammates are encouraged to voice disagreements during decision-making processes. However, once a decision is made, full alignment and commitment are essential to ensure success.

c. **Proper Channels**: Concerns should be addressed directly through team leads or leadership. Sharing concerns during skip-levels is welcomed in case there is something your manager might have missed.

d. **Respect Leadership Insight**: Even if you disagree with a strategic direction, trust that leadership decisions may be informed by greater strategic considerations and broader oversight, even when they appear inefficient in the short term. Trust in leadership is fundamental to maintaining alignment and achieving long-term goals.

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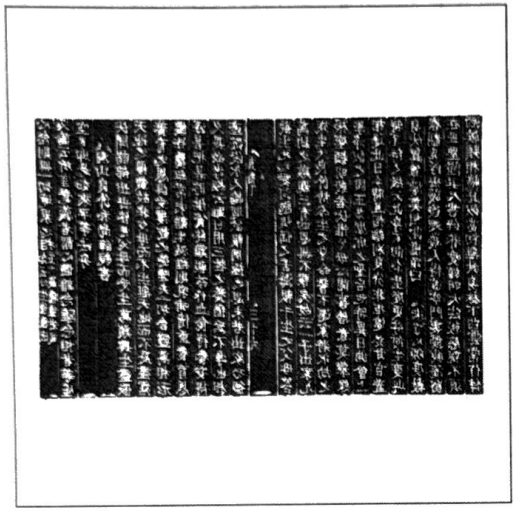


Choe Yun-ui's Movable Metal Type (1234)

Remilia pursues truth through both rational inquiry and artistic revelation. We recognize that knowledge - whether discovered through scientific method, philosophical reasoning, or artistic insight - forms the bedrock of human progress.

The free exchange of ideas, transparent debate, and unrestricted flow of information are essential to discovering truth. Like the Renaissance academies and Enlightenment societies before us, we create spaces where knowledge can be freely pursued and shared.

Truth manifests in multiple forms. Scientific truth reveals the mechanics of our universe. Philosophical truth illuminates the nature of existence. Artistic truth captures the ineffable aspects of human experience. Each path to knowledge complements the others in humanity's ascent.

We have a responsibility not just to pursue truth, but to preserve and proliferate it. Knowledge is a fundamental right, and its distribution a moral imperative. The advancement of civilization depends on each generation building upon and expanding the knowledge of those who came before.

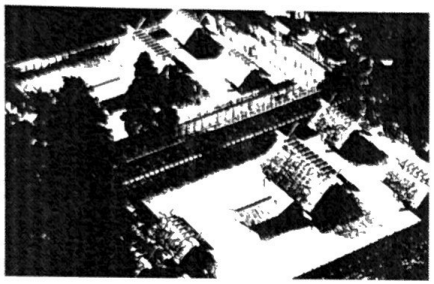
Values:

a. **Free Marketplace of Ideas:** Ideas must be allowed to compete and combine freely to reveal truth. We create environments that foster open discourse and fearless debate. Like the Enlightenment coffee houses and scholarly societies, we build spaces where thoughts can be freely shared, tested, and refined through reasoned argument.

b. **Knowledge as Right:** Access to knowledge is fundamental to human dignity and progress. We have a duty to preserve and distribute knowledge widely. This means both maintaining repositories of learning and creating new channels for its dissemination. Knowledge kept locked away serves no one.

c. **Truth in Beauty:** Art reveals truths that logic alone cannot capture. Through creative works, we can express the ineffable and illuminate the human experience. This requires nurturing both technical mastery and creative vision.

13. FAITH



Ise Grand Shrine (690 - ∞)

In an age of nihilism and solipsism, Remilia stands for conviction in higher purpose and a belief in things greater than oneself.

We think in centuries, building for permanence in an increasingly ephemeral world. Every institution we build, every system we design, and every cultural work we create serves a purpose beyond immediate utility, towards a greater future for mankind, a future of real meaning.

This conviction in a future of meaning gives transcendental value to the projects we pursue. Like the cathedral builders of old, we lay foundations for works whose completion we may never see. This perspective shields us from the small-mindedness of quarterly profits and viral trends. Our mission stretches beyond the horizon of individual lives into the deep future of human potential.

Values:

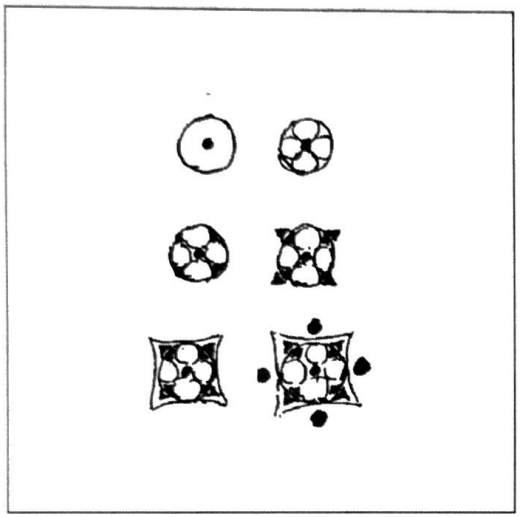
a. **Build for Centuries:** Design every system, institution, and cultural work for multi-generational permanence. Like the cathedral builders of old, lay foundations for works whose completion you may never see.

b. **Anti-nihilism:** Reject comfort-seeking nihilism in favor of meaningful struggle and higher purpose.

c. **Visionary Work:** Express conviction through ambitious, concrete projects that advance human flourishing.

d. **Generational Stewardship:** Consider the long-term effects of the work we do today and orient towards what's for the ultimate good of mankind over a thousand years, past individual lifespans into the deep future of humanity.

14. VIRTUE



Christopher Alexander's "Living Structure Down to Earth and Up to Heaven" (1977)

Remilia embraces the classical virtues that built Western civilization - honor, industry, courage, temperance, benevolence and justice. These timeless principles form the bedrock of stable societies and successful institutions.

True innovation requires moral foundation. Progress without virtue leads to decay; progress guided by virtue enables civilization to flourish. We cultivate these qualities not just for individual growth, but as custodians of humanity's advancement.

The American experiment succeeded through citizens committed to virtue and industry. As technology accelerates change, these foundational values become more critical, not less. These virtues manifest in our commitment to truth-seeking, our sense of honor in dealings, and our dedication to excellence in craft. We reject moral relativism and instead embrace timeless standards that have proven their worth across millennia.

Values:

a. **Excellence in the Individual is Excellence in the Collective:** Cultivate classical virtues as the foundation for meaningful achievement.

b. **Virtue is Long-term Success:** Always choose the harder right over the easier wrong

c. **Puritan Industrialism:** Embrace work as vocation and duty, not mere occupation.

d. **Timeless Standards:** Judge actions against eternal principles, not temporary convenience.